



**THE
COACHING
INN GROUP**

2020 Gender Pay Gap Report

Introduction



The Coaching Inn Group has always been driven by the talented people that we work with. This is the true secret to our success and it is what will ensure we are a success in the future

Following the introduction of the Gender Pay Gap Reporting regulations in 2017, requiring all large UK companies employing 250 people or more to report on their gender pay gap, we have continued to focus on this important issue.

At the Coaching Inn Group, we welcome this. We believe that it is important for all companies to be transparent about pay, and that by doing this, progress will be made in bridging the pay gap that exists in the UK today.

We believe our gender pay gap figures show a positive position in comparison with the national average, as well as a marked improvement on previous years. We believe that our approach to recruitment, development, retention and reward packages, open to all, has helped us to achieve this.

However, we are not complacent and there is always more that we can do as an organisation, and reviewing these figures allows us to implement new strategies to ensure we are making continual progress.

Introduction



We have a firm belief that our people should be paid fairly for the job that they do, and our pay structures are based purely on position and performance.

Our Workforce

It is important to understand a little about the Coaching Inn Group to help explain the data. As a hospitality business, more than 90% of the people that we employ (our team) work in our hotels, where the balance of the workforce is female (57.2%)

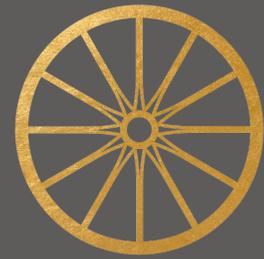
The Data

We pride ourselves on being a completely transparent and open organisation. Our published data relates to the entire organisation. This comprises all entities that make up the The Coaching Inn Group Ltd.

For our 2020 Gender Pay Gap Report, we have used a snapshot date of 5th April 2020.

In line with government regulations, there was no 2019 report submitted.

I can confirm that our data is accurate.



Hospitality from the Heart

Hospitality from the Heart



People over Process

Don't let rules get in the way of what matters most – people. Get that right and everything else follows

Generosity & Respect

There is nothing more joyful than giving, we all benefit when we focus on others

Look for the Good

People are fundamentally good, treat everyone with respect and tolerance. You don't know what is going on in their lives

Free to be Unique

We believe life is richer and more fun when we are free to be ourselves. When we share and express our unique gifts the world is a more beautiful place

Stretch and Grow

New experiences and new challenges help us to grow. Be prepared to have a go, even if you make mistakes





Gender Pay Gap

The Coaching Inn Group Ltd – Group Overall Figures

Gender Pay Gap



Gender Bonus Gap



Proportion of males and females receiving a bonus

Our mean gender pay gap of 12.8% has reduced by 0.6% from our 2018 figures, and by 2.5% from our 2017 figures, demonstrating a year on year improvement., and, although indicating a gap is present, it is significantly below the UK national average of 19.6%*.

Furthermore, our negative median figure (-55.2%) is a reduction of 60.2% from our 2018 figures, and is exceptionally low compared to the UK average of 15.5%.

Those receiving a bonus as a percentage of those employed have increased both for females (0.3% increase) and for males (3.7% increase). 124 female employees (32.0%) received a bonus and 92 males (32.9%).

We pride ourselves on rewards being open to all, and based purely on performance. It is important to note that the COVID pandemic had a negative effect on our end of year performance for the 2019/2020 financial year, and therefore an impact on the end of year bonuses achieved, resulting in a gap in bonus payments, and an increase on the gap from the previous year.

*Source: Office for National Statistics, 2020 Annual Survey of Earnings and hours



Gender Pay Gap

The Coaching Inn Group Ltd – Quartile Results

Upper Quartile



Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



The majority of our teams are female within all quartiles except the Lower Quartile, reflecting the family friendly and flexible attractiveness of the hospitality industry and the Coaching Inn Group in particular.

The gaps between males and females has narrowed in the two lower quartiles, whilst the upper quartile has seen female representation grow from 47.9% to 60.0%. In the Upper Middle Quartile, the number of females has increased from 53.3% to 64.6%.

In the Lower Middle Quartile, female representation has decreased from 57.4%

to 54.7% and in the Lower Quartile it has decreased from 61.5% to 48.8%.

Our roles are equally open to both male and female applicants and our pay structures are based on position and performance. This continued ethos of equality has led to a much improved Quartile performance, demonstrated by the above figures and the improvements on previous years.

We pride ourselves on equality of opportunity, regardless of gender, and we will continue to strive for improvements through development and recruitment of our teams and internal succession planning.

